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# *USAREC* Recruiter *August 1991* Journal



# Recruiter Speak

**ACAP**

Army Career and Alumni Program

**ACASP**

Army Civilian Acquired Skills Program

**ACF**

Army College Fund

**AFQT**

Armed Forces Qualification Test

**AGR**

Army Guard/Reserve

**ARADS**

Army Recruiting & Accession Data System

**ARC**

Army Recruiter Course

**ASVAB**

Armed Services Vocational Aptitude Battery

**BLT**

Battalion Leadership Team

**BRC**

Business Reply Card

**CAST**

Computerized Adaptive Screening Test

**CLT**

Company Leadership Team

**COI**

Center of Influence

**DEP**

Delayed Entry Program

**GFA**

High School Diploma Graduate Female, Test Category I-III A

**GFB**

High School Diploma Graduate Female, Test Category IIIB

**GMA**

High School Diploma Grad Male, Test Category I-III A

**GMB**

High School Diploma Grad Male, Test Category IIIB

**GSA**

Grad Senior, Test Category I-III A

**GSB**

Grad Senior, Test Category IIIB

**HBA**

Health Benefits Advisor

**HMA**

Non-Grad Male, Test Category I-III A, with GED or 15 semester hours of college

**HRAP**

Hometown Recruiter Assistance Program

**IADT**

Initial Active Duty Training (Reserve)

**IRR**

Individual Ready Reserve

**JOIN**

Joint Optical Information Network

**LP**

Limited Production (formerly Multi-Man)

**LRL**

Lead Refinement List

**LRP**

Loan Repayment Program

**MEPS**

Military Entrance and Processing Station

**MGIB**

Montgomery G.I. Bill

**OCAR**

Office of the Chief, Army Reserve

**PMS**

Production Management System

**PPI**

Personal Presentation Item

**PSA**

Public Service Announcement

**QNE**

Qualified, Not Enlisted

**REA**

Recruiter Expense Allowance

**RPI**

Recruiter Publicity Item

**RSID**

Recruiting Station Identification Number

**RSM**

Recruit Ship Month

**RT**

Recruiter Training, Trainer

**RTNCO**

Recruiter Training Non-commissioned Officer

**RZA**

Recruiter Zone Analysis

**SA**

Senior, Test Category I-III A

**SDAPP**

Special Duty Assignment Proficiency Pay

**SFAS**

Special Forces Assessment and Selection (course)

**SFA**

High School Senior Female, Test Category I-III A

**SFB**

High School Senior Female, Test Category IIIB

**SFQC**

Special Forces Qualification Course

**SMA**

High School Senior Male, Test Category I-III A

**SMB**

High School Senior Male Test Category IIIB

**TAIR**

Total Army Involvement in Recruiting

**TPU**

Troop Program Unit

**TTE**

Transitional Training and Evaluation (Program)

**VEAP**

Veterans Educational Assistance Program

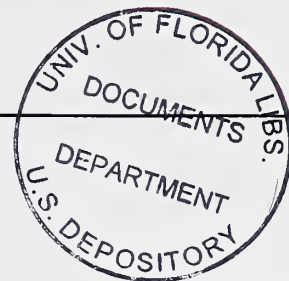
**WOFT**

Warrant Officer Flight Training



# Recruiter Journal

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# *The way I see it . . . .*

## *A recruiter's wife writes:*

CHAMPUS benefits are not sufficient. Living 80 miles from the closest military installation forces us to rely totally on CHAMPUS for health care. Why must we be second-class Army families? Why should we be punished to serve in USAREC, forced to live without military housing, PX, commissary, and all the other benefits "normal" Army families have? And now, with the increase in the annual [CHAMPUS] deductible we can't win out here in USAREC! USAREC personnel outside the health care zone of military installations should not have to pay any deductible. Why do Army families at Fort Drum get free CHAMPUS just because their hospital isn't built yet? Again, another set of double standards. Congress raised the deductible to prevent/slow on-post families from using non-military care. USAREC families have nothing but CHAMPUS or off-post medical care. My husband works very hard and very long hours. Those additional health costs, combined with high housing costs, make this tour unbearable. We love our country, serve proudly, but the inequality of this health care system stinks.

## *The Chief of Staff responds:*

The Recruiting Command is very much aware of the many sacrifices and challenges endured by the soldiers and family members of the Command. The family symposiums conducted at battalion, brigade and USAREC headquarters have identified many of those issues that are affecting USAREC personnel and the "Total Army Family" (active duty, civilians, reservists, national guard members and family members). USAREC-related issues are considered and, when possible, implemented. Issues requiring action by Department of the Army or higher are forwarded to the Army Family Action Plan Planning Committee. Through this process, the benefits and quality of life have improved greatly over past years.

In the health care arena, there have been many concerns and accomplishments. Before the concept of CHAMPUS, family members who could not be cared for by the Uniformed Services Medical Treatment Facilities were without medical benefits. When CHAMPUS was initiated, it was never with the intention of replacing the care families receive at Uniformed Services Medical Treatment Facilities nor to cover 100 percent of medical

care received from civilian providers. It was designed as a cost-share program to lessen the burden of expenses of obtaining civilian health care when Uniformed Services Medical Treatment Facilities were not accessible or unable to provide the medical care.

Residing at or near a military installation is by no means a guarantee for family members to obtain medical care from a Uniformed Services Medical Treatment Facility. There is often a shortage of staff medical specialists (e.g., orthopedic, internal medicine, OB-GYN) that mandates the use of CHAMPUS for family members residing within the geographical location of installations.

Department of Defense has been conducting a number of CHAMPUS demonstration projects with regard to improving the CHAMPUS concept.

Fort Drum is participating in one of these projects. Its selection was mainly based on the activation of the 10th Mountain Light Infantry Division, which provided a large concentration of military personnel in an isolated area without adequate military medical facilities. At present, this project has been extended through 30 September 1991 due to economic reasons.

The CHAMPUS deductible has never been increased since the inception of CHAMPUS in 1953. With the rising costs of medical care and the current CHAMPUS deficit, it has become necessary to increase the deductible.

Activation of reservists for Operation Desert Storm resulted in their family members experiencing a similar lack of military benefits that USAREC families have experienced in the past. Since the Gulf War, USAREC and Reserve families are considered as the "normal" Army families. Everyone, from the local family support groups to the highest echelons of the Department of Defense, recognized the needs of these families and are working to improve their benefits and quality of life. CHAMPUS is one of these benefits that is presently under review. However, CHAMPUS is an intricate program requiring congressional action and will not change overnight.

Thank you for letting your concerns be known, but this is just the first step to improving your quality of life. I ask you now to become actively involved in your battalion family support group in order for the teamwork concept to work within the U.S. Army Recruiting Command.

**'USAREC  
families have  
nothing but  
CHAMPUS . . .'**



## ACAP provides

■ How to take care of soldiers leaving the Army? The Army Career and Alumni Program provides assistance to soldiers making the transition from the Army to civilian life. The concept for ACAP has been developing since November 1990 and currently there are five pilot sites firmly established and doing well according to CPT Eddie Roberts, Project Analyst for ACAP. These five sites are located at Fort Carson, Colo.; Fort Knox, Ky.; Fort Myer, Va.; Fort Polk, La. and St. Louis, Mo. There are also two located overseas, one in Germany and two in Korea.

When a soldier contacts ACAP, the Transition Assistance Office (TAO) designs a transition plan specifically designed to meet the soldier's needs. The TAO provides services such as financial counseling and job search skills. The TAO coordinates the services available on and off installations.

Another part of ACAP is the Job Assistance Centers (JACs). The JACs teach soldiers how to write effective resumes, sharpen interviewing skills and prepare for the job search. The JACs have established a computerized database of employers who are interested in hiring transitioning soldiers.

To receive the full benefit from ACAP, a soldier should contact the TAO as soon as he or she knows of plans to leave the Army. Remember, the sooner, the better. It's difficult to find a job or be accepted by a college with only a week or two to prepare.

To locate a TAO in your area or to obtain more information about ACAP contact the ACAP office (703) 325-2030.

### FORT MYER

Job Assistance Center  
Bldg 202, Rm 119B  
Fort Myer, VA 22211-5050  
(703) 696-0973

### FORT KNOX

Job Assistance Center  
Bldg 2316-TEAC  
12th Cav Rgt and Knox Street  
or P.O. Box 906  
Fort Knox, KY 40121-5000  
(502) 624-5222/2589

### ST. LOUIS

Job Assistance Center  
U.S. Army Aviation System  
Command  
4300 Goodfellow Blvd.  
Bldg 103D  
St. Louis, MO 63120  
(314) 263-3768/3320

### FORT POLK

Job Assistance Center  
Bldg. 4715  
Service Command Circle  
or P.O. Box 4207  
Fort Polk, LA 71459-1207  
(318) 531-1591

### FORT CARSON

Job Assistance Center  
Bldg 1201  
or P.O. Box 13127  
Fort Carson, CO 80913  
(719) 579-1002

### HANAU

Job Assistance Center - Hanau  
Pioneer Kaseme  
Hanau Milcom  
Bldg. 11, Rm 302  
APO New York 09165  
011-49-6181-88-8298

### KOREA 1 - YONGSAN

DA Job Assistance Center,  
Yongsan (ACAP)  
34th Area Support Group  
Attn: EANC-SA-TAO  
Bldg. 4100, Rm 168  
APO San Francisco 96301-0177  
011-822-7918-7600

### KOREA 2 - CAMP CASEY

Job Assistance Center  
HHC2X-DC1 Attn: ACAP-JAC  
APO San Francisco 96224-0289  
011-82-351-60-4033

## Vuono issues final order

■ Army Chief of Staff GEN Carl E. Vuono retired June 21 after 34 years active service. Before relinquishing command, the general issued one final order: "Whatever the cost, you must never, *never* compromise the standards of training, readiness and quality that we have labored so long to establish," he said. "You are the guardians of America's defense . . . your task is to seize responsibility for the present and aggressively shape and build for the future."

During his retirement ceremony, Vuono said he would miss "his" soldiers most of all. "I'll miss their Jodie calls at dawn, their sweat at the combat training centers, their good-natured banter in the mess hall and the crack and thump of their weapons as they hone their skills for battle."

ARNEWS

## ARADS NUE, Phase I

■ The Army Recruiting and Accession Data System (ARADS) Network Utilization Enhancement (NUE) provides a major step forward in increasing the productivity of the command data communication users while saving scarce dollars. Before the NUE effort, data communications throughout the command was accomplished by way of modems and leased circuits.

The NUE eliminates the requirement for most modems and leased hardware through a more efficient use of the ARADS network, reducing phone bills, reducing on-line time for users due to faster data throughput, and reducing the hardware required to communicate with the multiple systems operating within the command.

The NUE consists of two major enhancements to data communications in the brigades and battalions. The first modified the ARADS network to allow ARADS terminal (PT200) users in the brigades and battalions to access the Army Recruiting Command Central Computer System (ARC3S) computer in addition to REQUEST and ARADS. This allows users to download information from all three systems directly to the ARADS printer associated with that terminal.

The second enhancement was to connect individual PCs in the brigades and battalions to the ARADS network, allowing them to access ARC3S, REQUEST, and a computer configured in host mode for information exchange between brigade and battalions.

Visits were made to each brigade for the purpose of demonstrating the installation and operating procedures required to utilize the enhanced features of the ARADS network. Each visit provided instruction on the installation procedures, cabling, and A/B switches necessary to implement the NUE effort. The Information Management Officer, or IMO, at each brigade completed the actual installation of the required hardware and software for this enhancement at the brigade and battalion levels.

Currently, an engineering effort is underway to determine the ability of the ARADS network to support the additional users connected under phase one of the enhancement. Following this engineering effort, additional hardware and circuits will be installed to ensure the ability of the network to support even more users in the future.

Additional information concerning the ARADS NUE is available through the brigade IMOs or through USAISC-USAREC, ATTN: ASQNI-CE-D, Mr. John Scott, DSN 459-3963 or toll-free 1-800-223-3735, ext. 3963.

## Mentor awards

■ The Mentor of the Year Award is designed to recognize those recruiters who promote the mental, physical and social development of young adults.

This award will be presented during the 4th Quarter FY 91 Mission Adjudication Conference. The period of the award was from 1 August 1990 through 31 May 1991.

Each recruiter selected for the Mentor of the Year Award should:

- Meet the "whole man" concept. Recruiter production results should be considered when evaluating the "whole man" concept.
- Be involved in community activities, events, and/or organizations which promote the mental, physical and social development of young adults.
- Support the "Stay in School/Stay off Drugs" program.

The names of the Mentor of the Year Award recipients are listed at *Salutes*, page 27 of this *Recruiter Journal*.

## Gates retires

■ The Army's top enlisted soldier ended 33 years of service in June.

Julius W. Gates, hailed as a "great advocate for the improvement of the quality of life for soldiers," was the principal enlisted advisor to Army Chief of Staff GEN Carl E. Vuono.

Vuono, who also retired in June, described Gates as his "friend and right-hand man," and "the finest soldier I ever knew," during the sergeant major's June 20 retirement ceremony at Fort Myer, Va. It was Gates, he said, who understood that "the quality of life of soldiers must be equal to that of the society which the soldiers have sworn to defend."

"Bill Gates was instrumental in embedding the Army vision in the NCO Corps . . . our NCOs translated that vision to victory in Iraq," said Vuono.

"I know I always wanted to be a soldier," said Gates. "Something special makes a soldier go where others fear to go and do what others fail to do."



## **Build trust with your prospects**

# Establish rapport

**W**hy is building trust so important? What are the best methods of building trust? Let's look at both of these questions and at how we can make everything we do in recruiting easier by properly establishing this bond of trust.

A prospect is far more willing to tell you what his or her genuine needs and interests are, and is far more willing to be honest and more open with you if they trust you as a person. A prospect is also far more willing to allow you to make a complete presentation if they trust you. And a prospect is far more willing to enlist with somebody they totally believe in. So establishing the trust bond is the very first thing that must take place in the sales presentation. You cannot go any further in the presentation until you have established a certain level of trust and mutual understanding.

How is this accomplished? Fortunately, there is a series of very simple, psychologically sound, proven and tested methods that you can do to dramatically raise your level of trust and credibility in the minds of your prospects.

First, let's look at one of the mental laws we discussed previously — The Law of Indirect Effort. This mental law says that we get things indirectly more often than we do directly in our relationships with others. To apply this to the sales presentation, you must know that low pressure selling is when you focus all of your time and attention on your prospect. High pressure selling is when you focus all of your time and attention on yourself and on your product. The law of Indirect Effort says to use low pressure selling. Keep all of your conversation, all of your thoughts, and all of your references on your prospect. Talk to the prospect about himself or herself and about his or her needs, interests, and opportunities. This law says that you will get everything that you want in life if you will just help others to get what they want.

As a successful, professional recruiter, your job is to

help prospects get what they want. Your job is to serve the prospect.

Next, look at the deep subconscious needs that every prospect has. If you can satisfy these needs in the course of your sales presentation, you dramatically raise the level of self-confidence and self-esteem in the prospect. This simultaneously raises their level of trust in you and their liking for you.

The very first deep subconscious need for every person is **acceptance**. The deepest craving in human nature is to be unconditionally accepted for exactly who we are by other people. The simplest way to convey acceptance when you meet someone is to smile. When

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### ***For you to be successful, the prospect is the key.***

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someone comes into your recruiting station, smile and welcome them. The first 30 seconds when any two people meet determines the establishment of acceptance or non-acceptance. Your job is to be sure that person feels totally accepted.

The second thing that you can do is to give **approval**. Approval means to give praise. Find something that you can say or do, genuinely and honestly, to praise the prospect. Say something or do something to give the feeling of value and self-worth. Make them feel praiseworthy. Praise and approval have a tremendously positive effect in raising self-esteem and in building trust.

Next, give the prospect **appreciation**. As a matter of fact, the most magical word in building a trust bond is, "Thank you." Every time you say it to another person, their level of self-esteem goes up. This causes them to feel warmer towards you and to be more positive towards listening to you and responding to your ideas.

The fourth thing you can do is to provide **admiration**. Admiration means to compliment people genuine-

ly and sincerely. This, too, raises their self-esteem, causing them to be more open with you.

The most powerful way to build a trust bond in a relationship is to ask questions and to **listen!** Listening is the key. People are more apt to buy from you when they talk, not when you talk. Listening is the key to building the trust bond, and there are reasons for it.

First, listening builds trust. Think of the people you like the most in your own life. They are the ones who listen to you when you talk. Conversely, the people you don't like are the same ones who don't listen when you talk. So every time you listen to another person, the level of trust between you goes up.

Listening builds self-esteem. We always feel better about ourselves when people listen to us. Your level of attention equals what you value. And by listening and paying attention to your prospects, you are in essence saying that you value them. You are saying that you feel they are important and that you like them. Once again, their self-esteem goes up.

Listening also lowers resistance. It's very hard for a person to have any resistance when they are speaking and you are listening genuinely and sincerely.

How do we listen effectively? There are some key things you can do to be a better listener. First, face the prospect directly and pay attention. Nod, smile, and acknowledge the prospect. Lean slightly forward. This action demonstrates that you are interested in what they are saying.

Treat prospects like they're fascinating. Treat them like they are ready to enlist, and all you have to do to get them to enlist is to just listen to them. Pause before replying to let the prospect know that you are carefully

considering what he or she has to say. It also gives the person time to continue if he or she wants to.

Asking questions is one of the keys in building trust. You must ask questions to clarify what the prospect is saying. This demonstrates that you are listening and that you value what is being said. One of the best questions to use when you don't understand something or want clarification is, "What do you mean?" Using this question not only asks for a clarification, but also lets the prospects know that you want to hear more. It is important that you understand what is said, so you also want to summarize and check to make sure you understand what the prospect said. And this step will allow you to transition right into a "Summary Close" if you desire.

The largest part of your presentation must be dedicated to building trust with your prospects. By understanding and applying the Law of Indirect Effort, by accepting the deep subconscious needs of the prospects, by asking the right questions during the sales interview, and by listening carefully to what the prospect has to say, your job becomes much easier. Properly building a trust bond means that 40 percent of your sale is already complete.

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***Nobody ever listened himself out of a sale***

***— Anonymous***

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## TRAINING TIPS

**Question:** We hear a lot about being proactive to be effective and successful in recruiting. What exactly does that mean?

**Answer:** The habit of being proactive, or the habit of personal vision, means taking responsibility for our attitudes and actions. According to Stephen R. Covey in *The Seven Habits of Highly Effective People*, it's more instructive to break the word "responsibility" into two parts: response/ability. Pro-active people develop the ability to choose their response, making them more a product of their values and decisions than their moods and conditions.

The more we exercise our freedom to choose our response/ability, the more pro-active we become. The key is to be a light, not a judge; a model, not a critic; a programmer, not a program; to feed opportunities, starve problems; to keep promises, not make excuses; and to focus upon our immediate circle of influence, not upon the larger circle of concern.



## Stay in School, Round Two

As the USAREC Stay In School/Stay off Drugs campaign enters its second year, it is rated nationwide as a success by both educators and USAREC officials. A key to the program's success is the availability and dissemination of informational products.

The HQ USAREC Advertising and Public Affairs Directorate continues to provide up-to-date materials for recruiters working at the grassroots level. There are new Stay in School/Stay off Drugs materials now in production that will interest schools, students and recruiters.

Stay in School/Stay off Drugs campaign items will be distributed throughout the command during August. Materials available include:

- Four-color stick-on labels (new)
- Generic high school event programs (new)
- Bookcovers
- Tough Decisions video
- Posters
- Mentor folders
- Rear window decals



State participation in the Stay in School/Stay off Drugs program is demonstrative of the program's popularity and success. According to CPT Vanessa Boyer, Local Advertising and Promotion, approximately 30 Stay in School/Stay off Drugs proclamations have been declared by state governors during this fiscal year. After reviewing all Stay in School/Stay off Drugs reports, Boyer believes the program is spreading steadily.

According to Mr. James E. Morrison, USAREC's national convention manager, "Organizations are very excited about the program once they realize the program exists." He recommends recruiters keep educating local educators.

"Educators are enthusiastic towards the military community helping overcome the dropout and drug problem. Educators are receptive to the USAREC Stay in School/Stay off Drugs program. They fully commit their support to the program."

Morrison says that many educators are not aware of all the aspects to the program. Recruiters have an opportunity to take on the role of educators by continually informing officials of advantages in the Stay in School/Stay off Drugs program.

Educating members of the education field is imperative for the continued success of the program. Imagine USAREC networking -- HQ USAREC works with the National School Board Association and other national education associations; brigades relate with state and regional officials while battalions and companies handle the school boards and educators. The combined result of the Stay in School/Stay off Drugs education saturation is that students can't help getting the message.

According to Mr. Thomas Evans, deputy director of HQ USAREC Advertising and Public Affairs, "The future success of the Stay in School/Stay off Drugs program depends on our persistence in getting the word out to students and educators. Results will continue to be seen in a quality Army."

Ed Bala, RJ staff

## How the IG helped battalions

# Work smarter, not harder

**W**orking smarter, not harder is the net result of a battalion inspection by USAREC's Inspector General, COL Robert F. Radcliffe. Radcliffe and his inspection team, which ranges in size from 10 to 15 members for any particular inspection, emphasize that learning is a consequence of being inspected.

"We do not intend inspections to be a punitive thing," says Radcliffe, "but rather inspections should be positively oriented training, motivating people to do better."

"I have to admit I was apprehensive (about the USAREC IG)," says LTC Edward V. Cooper, Columbia Battalion commander. "But when it was over, I was glad that they came — it was the best IG visit in my 18 years in the Army."

Inspection teams look at everything in a battalion, from the most remote recruiting station and up, from the battalion headquarters and down. In a three-and-a-half day inspection, Radcliffe and team look at battalion-level management systems, company operations, nurse recruiting and recruiting station activities. .

"One of COL Radcliffe's real strengths is his vast experience in the business," said LTC Larry W. Wilcox, commander of Harrisburg Battalion. Radcliffe was a successful battalion commander in Seattle, as well as interim commander in three other 6th Brigade battalions. He then went on to serve as deputy commander of the 6th Recruiting Brigade before being selected as USAREC's IG.

Experience in the business is something that each member of the IG team brings to the job. IG inspectors are selected for their success within USAREC, their depth of experience and their ability to conduct their business with diplomacy and tact. LTC Edward V. Cooper II, Columbia Battalion commander, credits Radcliffe with the whole tenor of the inspection. "The tone he set was picked up by the people working for him. This was definitely an assistance inspection rather than something adversarial."

Inspectors with recruiting experience was something LTC Tad Watson of Detroit Battalion also appreciated. "The IG and his team, because of their experiences, could

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### ***Is there a method to Radcliffe's madness?***

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validate the things that we were doing right, where we were on the right track. They could also shift the focus for us, to put more emphasis, for example, on team efforts like overproducing to help the organization, rather than focusing on one individual recruiter."

LTC Jesse L. Watson III, commander of the Dallas Battalion, says, "These guys bring instant credibility with them, because all the inspectors have served in those positions. We have recruiters inspecting and training recruiters. They understand what we're up against, and



they want to help us do our jobs.”

Radcliffe himself spends three days with the battalion commander. At this time, other than a week at the Company Commander's Course and an orientation at HQ USAREC, there is no formal training for battalion commanders, and the IG tries to visit each new commander within 3-6 months of taking command or “long enough to get his feet wet, too soon to get into real trouble.”

COL Richard L. Teters Jr., deputy commander of the 6th Recruiting Brigade, says his own inspection occurred at “absolutely the right time.” He had been in command of Santa Ana Battalion for a little over four months when Radcliffe and crew arrived.

“COL Radcliffe was very personally involved in my transition from just trying to find out what's going on to actually gaining perspective as the battalion commander,” said Teters. “He has a tremendous depth of knowledge on which to base his assessments. When he

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***‘You can move people, or you can motivate them,’ says Radcliffe***

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tells you so, you know you're on the right track.

“My sergeant major was also pretty new on the job, and there were trends happening or things not happening that made us unsure of where we were. We didn't know if we were doing things right,

and Radcliffe could tell us ‘wait’ or ‘change directions here.’”

**Day One** of the inspection — Radcliffe and the battalion commander examine the battalion's management systems. The IG says he has a very long list of things to be examined at any battalion, but trying to see everything is like trying to take a sip from a firehose. So he concentrates on areas of vital concern:

- Personnel issues
- DEP/DTP management and loss
- Schools programs
- Processing efficiency and packet quality
- TTE recruiters
- Missioning — mission box plan and execution
- Low producers training and progress

**Day Two** — The battalion commander, Radcliffe and the company commander and/or the first sergeant look at the company's systems and how they relate to the battalion headquarters systems, during which Radcliffe is teaching the battalion commander himself how to inspect.

**Day Three** — Radcliffe takes the battalion commander down into a recruiting station, where an inspector

is already taking a look at things. Usually Radcliffe, his inspector and the battalion commander can readily find indicators in the station of how things are going. The successful recruiting station, says the IG:

- Makes mission box
- Works as a team
- Has quality of life
- Would “continue to march” in the commander's absence
- Is continually training to recruit

The true test, says Radcliffe, is how well a station runs in its commander's absence. Is the commander leading by force of personality, or is the station running well because it is manned by competent, dedicated professionals?

“You can move people, or you can motivate them,” says Radcliffe. “You can move or force a soldier to do anything — that's what we do as soldiers, we take orders. Tell a soldier to go do something, and that soldier will do it — dig a ditch, direct traffic, recruit two young people today — okay, done. But to motivate a soldier is something entirely different — you've got to get that recruiter to want to recruit, to motivate others to join the Army that that recruiter loves so well.”

Is there a method to Radcliffe's madness? Absolutely, say these inspected battalion commanders. There are frequent references to Radcliffe's big (four and a half inches thick) white notebook of ideas.

Watson of Dallas reports that because Radcliffe has looked at battalions throughout the command, he has ideas from all over, from different organizations. “Say you have a problem with DEP management. [There is currently no prescribed, “by regulation” method of DEP management.] COL Radcliffe will open his notebook and pull out half a dozen or so pages of ideas on DEP management that he's gathered from different organizations. You can pick and choose among those ideas, depending on your own leadership style.”

Radcliffe's notebook offers a fresh look at nagging problems and exposes the battalion commander to a cross-fertilization of ideas from throughout the command. And because Radcliffe allows the commander to choose his own solution, the commander should not feel like he has received HQ-imposed solution.

“That notebook contained many, many examples of successful solutions to recruiting problems, a plethora of good ideas,” says Teters. “Seeing that notebook made me realize that all these other guys have been through the same mill we were going through. And they survived and came out successful.”

Commanders were also able to offer ideas of their own to insert into Radcliffe's notebook, to benefit some other battalion down the line.

In a very compressed period of time, the IG covers a lot of battalion territory and somehow manages to con-



**COL Robert F. Radcliffe (Photo by Gary Melbarzdis)**

duct a very thorough inspection, “as thorough as any I’ve been through in 20-plus years in the Army,” says Jesse Watson. “This inspection forces you to look at your entire organization, all your systems. And the things Radcliffe talked about you knew were important in the eyes of the Command Group.”

Watson continues, “As a relatively new commander, the timing of this IG was very important to me. Too early or too late would have hurt me or been a waste of time. As it was, I learned what is important to be looked at at my level.

“Before I looked at everything, because I knew I was responsible for everything. But the IG helped me define those things that I needed to look at every day, rather than the things I should see every week or once a month — those things I can have a direct impact on to determine whether the unit is successful or not.”

“The IG’s got a tough job,” says Wilcox. “He’s got to point out our deficiencies, but in such a manner that we’ll listen to him.”

The emphasis during a USAREC IG inspection is to train the recruiting personnel to understand the systems that have been established for their benefit. The flip side of that emphasis is to understand the impact that those same systems have on human behavior. The intent is to “put things right at every level,” says Teters.

“The IG team went about their business as a second set of eyes, looking at things they were experienced in, seeing things that maybe we hadn’t seen or hadn’t seen in quite the right light,” said Teters. “They disclosed their findings at the appropriate level, and then trained us to avoid the same pitfalls in the future.”

“I would say our whole battalion was raised to a

different level of professionalism. Those who were already doing a good job got better as a result, and those who were shaky before the IG got here got a whole lot better.”

The IG team also conducts sensing sessions, during which selected personnel at all levels of the battalion may comment on a variety of subjects in an anonymous environment. During these sessions, no one directly in another’s chain-of-command is allowed to participate, so there can be no fear of reprisal. Spouses may attend sensing sessions and comment on their experiences in the battalion, although Cooper points out that some issues raised in sensing sessions cannot be addressed at the battalion level.

At the end of the inspection comes the after-action review, where the entire IG team and as many members of the inspected battalion as can attend sit down and talk through what was discovered during the previous three days.

“Our after-action review was very mature,” say Teters of Santa Ana’s experience. “There was full disclosure, but I don’t think there was a single hard feeling about the whole process, and no personal confrontations. The feedback was positive. Our IG inspection was a growing situation.

“We were given the opportunity to work through problems and offer our own solutions. Then the IG stepped in with the reality factor — he would ask (about our offered solution), “Do you really want to do this for

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***‘I don’t think there was a single hard feeling about the whole process’***

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a long time?” And of course if our answer was no, then we’d discuss other options. I have never seen a more productive inspection.”

Cooper offers a similar observation. “The IG asked us what we thought was wrong, trends that we were concerned about. I felt I could ask about stuff and not worry about admitting that things weren’t 100 percent. I could pick his brain. The IG really is a trainer more than an inspector, and he comes to help you make your unit better.”

“The IG experience under COL Radcliffe is conducted in a non-threatening environment,” says Wilcox. “The IG puts people at ease so that they can discuss problems and work their way to a solution, guiding rather than imposing.”

**Kathleen Welker, *RJ* editor**



# What is the 19th Amendment?

**W**omen's Equality Day, 26 August, commemorates the passage of the 19th Amendment in 1920, granting women the right to vote. The passage of this Constitutional Amendment was the culmination of a massive civil rights movement by women that had been going on for over 50 years. This day has been designated as a reminder of continuing efforts toward equality in all spheres of contemporary society. This year we recognize women in the Armed Forces who served in the war in the Persian Gulf, particularly those in the U.S. Army.

## WOMEN IN THE PERSIAN GULF

U.S. forces in the Persian Gulf War, the first large-scale U.S. military operation since the establishment of the All Volunteer Force, numbered over 537,000 men and women, including approximately 100,000 reservists. An additional 128,000 reservists were activated and assigned to military installations in the United States and Europe.

Over 33,000 U.S. military women served in key combat-support positions throughout the Persian Gulf region. Women piloted and crewed planes and helicopters, directed artillery, drove trucks, ran prisoner-of-war facilities, served on support and repair ships and in port security units and construction battalions, and did a myriad of other jobs crucial to the success of Operations Desert Shield/Desert Storm. And, of course, many women served in the vital medical and administrative jobs where women have always been well represented.

The important roles performed by military women in the Persian Gulf war reflect the record proportions that women have reached in the Active and Reserve components of the U.S. military services since 1973. Although better represented in some services than in others, women are integral to the U.S. Armed Services, constituting 11 percent of all Active Duty personnel and 13 percent of the Reserve.

## WOMEN IN THE ARMY

There is no statute that explicitly restricts the assignment of women in the Army, but it is Army policy to

exclude women from positions it determines would have routine engagement in direct combat.

### Women in the Total Army Force:

- 83,200 active duty women (11 percent)
- 63,100 women in the Army Reserve (21 percent)
- 31,500 women in the Army National Guard (7 percent)

**Women deployed to the Persian Gulf:** 26,000

Army women participated in the initial invasion of Kuwait and Iraq. They were assigned to forward support units in the following specialties: flying helicopters to transport personnel, equipment, and supplies; air defense artillery; military police; intelligence; transportation; ordnance; chemical and biological warfare; special operations; communications; medical search and rescue; and with medical facilities forward in the battle area.

- About 270 women served with U.S. Patriot missile battalions in Saudi Arabia, Israel and Turkey.
- Two women commanded battalions — a military police battalion and a material maintenance battalion — in Operation Desert Storm. Women were also in command of companies, aircraft squadrons, and platoons and squads in a variety of units.
- Female reservists deployed by the Army performed the following functions: medical, chemical defense and decontamination, transportation, construction, maintenance, supply, legal, communications, military police (law enforcement, prisoner-of-war control, and vehicle traffic control), general administration, finance, data processing, utilities operation, civil affairs, intelligence, military history, public affairs, postal, grave registration and rear area operations control.
- Eleven Army women lost their lives in Saudi Arabia. Five of the 122 U.S. troops killed in action were Army enlisted women. Two women, a truck driver and a flight surgeon, were among the 25 U.S. personnel held prisoner of war by Iraq; both received the Purple Heart for combat injuries.

## The word is

# Recruiters, take care of your careers

**A**s I travel through the Command, soldiers have voiced their concerns on the draw down and how the reduction in force is going to affect them, their families and their future in the United States Army. I also share that concern for our soldiers.

Of course, it has been a while since I first enlisted in the Army, and the promotion system then was not as complex as it is today. Don't misunderstand — the competition was there, you still had to prepare for promotion boards. But the bottom line then was that you worked long and hard hours, did what you were told, showed leadership qualities, moved out when you were told to move, and you moved up the ladder. Education, military or civilian, was not as important as it is today.

The Army kind of spoiled us by constant reminders to get our photos, update our 2-2-1s, and so on. The Army used to take care of our careers for us. But now all that has changed. The individual career soldier will have to accept responsibility to prepare, plan and set goals to meet high re-enlistment standards.

As the Army moves into the 90s, the force will be more deployable and more lethal, which means a more competitive promotion system.

It is a fact that we are going to have a reduction in force and, yes, it is going to be painful. To stay in the Army, we as soldiers are going to have to be more competitive. We are no longer going to have the luxury of reenlisting and letting the Army take care of our careers.

Reenlistment standards are getting tough. The tougher they get the more you have to prepare yourself — mentally, morally, and educationally.

To continue your career with the Army, you have to establish high goals to remain a part of this great organization. Allow me to explain.

I have had the great opportunity to sit on three major DA centralized boards, including the sergeant major and command sergeant major board. This experience has allowed me to draw a profile of each soldier that has been selected for promotion. Each of those soldiers has met very high standards.



You have to ask yourself, "Do I fit these high standards?" Or do you look at a promotion list and wonder why someone else made it and you didn't. Keep in mind that you are competing with all the great soldiers in each rank from E-6 to E-9, and it is a very fine line between selection and non-selection.

Excuses cannot be accepted. "I didn't have time to update my records," "I was too busy to have a photo taken," or "Recruiting keeps me from going to college" are excuses for not taking care of your career. This is *your* career we are talking about, and to maintain your career you have to accept the

responsibility and make the sacrifices. Attend college courses on Saturdays. Don't wait until the last minute to update your records, when we all know that promotion boards meet at about the same time every year.

My experience with promotion boards has taught me one thing — the soldier who prepares and doesn't leave anything to chance has a better chance to get promoted.

The following is a summary of what most boards consider an outstanding soldier who has prepared for the boards and stands the best chance of being selected for promotion.

### ***NCO-ERs***

The outstanding soldier's file will always show a series of evaluation reports (NCO-ERs) that portray a technically and tactically proficient soldier who possesses the ability to lead, a sincere interest in training, one who looks out for his or her soldiers and has demonstrated potential for continued contributions at the next higher grade.



- Outstanding soldiers will have no punishment under the UCMJ as NCOs, nor will they have a history of repeated offenses in the lower grades, especially drug- or alcohol-related. Drugs, alcohol or misconduct will most likely cost you your future with the United States Army. There is no other way to put it.
- Make sure bullet comments justify excellent ratings. The NCO-ER is the most critical part of your file and the selection process. Your chain-of-command has to understand this and carefully prepare this document.
- *Job Description* plays an important role — it either enhances the impression of the NCO when it accurately outlines duties and responsibilities or it hurts the NCO by lackluster descriptions that make the NCO's job sound like a sham.
- *Ethics* and *Values* portions are viewed very critically. Any "No" takes you out of the competition.

## Photographs

The old cliché "a picture is worth a thousand words" is quite true in this case. Make sure your photo is up-to-date, awards placed correctly, uniform fit is perfect, haircut outstanding.

- Boards want to see proof that the soldier is physically fit, meets height and weight standards and presents an excellent appearance in uniform. Don't ride the screening weight table and resort to the tape test when you exceed it. I have seen several cases where the photograph obviously contradicted the tape test.
- If you have put on a couple of pounds and are still well within standards but your uniform looks tight now, consider buying a new, better fitting uniform to present a good appearance both in your photo and on duty. You must avoid the appearance of being overweight ("a duffle bag with arms"), regardless of your body fat measurements. Double chins lose points.
- Wear the awards you are authorized, and wear them correctly. A gold badge will lose points in a sergeant major's eyes if not worn on the seam opposite the second button.
- Make sure that your uniform pieces match (summer greens vs. winter greens) and that they fit properly. Look at yourself in a mirror — do your sleeves look too long or too short?

## Height and Weight Standards

Don't forget your whole record shows up for the board. If you were 73 inches and 210 pounds in 1989, and 74 inches and 210 pounds in 1990, believe me, someone on the board will notice and question your measurements. Don't try to fudge your excess weight by saying you are

taller — make sure your height remains constant.

I say again, you **must** meet the standards set in AR 600-9 and do not appear to be overweight. Each NCO-ER should basically have the same height recorded for each reporting period. I've seen cases where heights varied from 1-2 inches.

## Military Education

Ensure you attend all required NCOES. Deferments from NCOES, for any reason, could prevent a soldier from being competitive. I do understand that it is a commander's decision when a soldier will attend ANCOC, but we must only defer individuals in cases of extreme hardship. The records of an NCO who fails academically or disenrolls will not be favorably considered for promotion.

## Civilian Education

Soldiers who work on their civilian education will always stand out. At a promotion board just completed here at HQ USAREC, every E-4 and E-5 who appeared before the board had been working on college credits.

Very little education (military or civilian) means you will not be able to compete. The message is very clear — it is the NCO's responsibility to self-develop.

## Utilization and Assignments

NCOs who search out those tough leadership assignments will reap the rewards. Panel members will look for consistency, particularly in high risk jobs. Holding positions above your pay grade will earn you a big plus with boards.

## Bottom Line

This is **your** career. You owe it to yourself and your family to progress in your chosen career. There are things you have to do to excel and shine before a board. Do those things.

Soldiers of this command played a major role in Operation Desert Storm — you provided this nation with a great Army. A great deal of the credit for winning that war must go to you, the recruiters. Everyday, day in, day out, you show high quality young men and women that the Army offers outstanding opportunities for them. The time has come when you must pursue those opportunities for yourself.

A smaller Army will be more competitive. Soldiers will have to logically plan out their careers, they will have to establish high goals and maintain the highest of standards.

Remember, the Army will always need strong, competent, technically and tactically proficient leaders. Do you have what it takes? If so, show the boards by making sure the right stuff is reflected in your file.

CSM Ernest Hickie, HQ USAREC

# The Test

1. Newly assigned recruiters will be physically guided through the boundaries of their assigned areas by \_\_\_\_\_.  
a. the company RTNCO  
b. the recruiting station commander  
c. one of the recruiters in the recruiting station  
d. a member of the CLT

2. The \_\_\_\_\_ will personally provide the new recruiter with a copy of the recruiting company and RS standing operating procedures and policies, upcoming events in the area and future recruiting company training dates.

- a. company RTNCO
- b. recruiting station commander
- c. recruiter designated by the station commander
- d. company first sergeant

3. The Department of Defense (DoD) Market Share Report (MSN 45) will be used by RS commanders to evaluate market share.

- a. True.
- b. False.

4. When an applicant agrees to an appointment and the prospect card is initiated, the recruiter will ensure that the RS commander enters the appointment on his or her processing list \_\_\_\_\_.

- a. during the next regularly scheduled DPR.
- b. within 24 hours.
- c. immediately. Don't wait for regularly scheduled DPR.
- d. before going home at the end of the duty day.

5. Which regulation provides guidance concerning the maintenance of ANC officers pending accession?

- a. USAREC Pam 601-10
- b. USAREC Reg 350-7
- c. USAREC Reg 601-37
- d. USAREC Reg 601-85

6. RS commanders will maintain the current copy of USAREC Form 660 (Recruiting Station Evaluation Checklist) or USAREC Form 660A (Nurse Recruiting Station Evaluation Checklist) in the RS inspection binder. The previous inspection will be maintained in the RS active file \_\_\_\_\_.

- a. for 15 months.
- b. for 6 months.
- c. for 2 years.
- d. for 1 year.

7. The RS commander will prepare a monthly training schedule using \_\_\_\_\_.

- a. USAREC Form 496
- b. USAREC Form 846
- c. USAREC Form 845
- d. a plain sheet of paper. No form is required.

8. The frequency and duration of training sessions in the recruiting station are established as \_\_\_\_\_.

- a. a minimum of 1 hour per week.
- b. a minimum of 3 hours weekly.
- c. once a week with no duration requirement.
- d. a minimum of 2 hours weekly.

9. RS-level training schedules will be published not less than \_\_\_\_\_ prior to the date of training with a copy of the training schedule forwarded to the CLT within \_\_\_\_\_ after publication.

- a. 3 weeks; 10 days
- b. 30 days; 10 days
- c. 2 weeks; 5 days
- d. 30 days; 15 days

10. Recruiters serving in the TTE program \_\_\_\_\_ receive a Noncommissioned Officer Enlisted Evaluation Report while in the TTE program except in cases of misconduct or breach of integrity.

- a. may
- b. may not
- c. will
- d. will not

11. Within what time constraints must the USAREC Fm 711-3 be posted with monthly and quarterly missions?

- a. By the first day of the beginning of the month and quarter.
- b. Within 2 days following mission receipt.
- c. Thirty days prior to the beginning of the month and quarter.
- d. Within 5 working days following mission receipt.

12. What is the first step of the RS briefing?

- a. Ask the inspector to be seated.
- b. The RS commander will give the inspector a tour of the RS.
- c. The RS commander will call the RS to "Attention" ("At ease" if the inspector is a senior ranking NCO).
- d. The RS commander will provide the inspector with the station inspection log.

13. For NPS members enlisting in the USAR, the \_\_\_\_\_ will telephonically contact the unit of assignment within 3 working days after enlistment of the USAR member to set up a date and time for the member's inprocessing and in-briefing.

- a. recruiter responsible for the TPU
- b. recruiter of credit or the USAR recruiter
- c. recruiter of credit
- d. recruiter determined by the station commander

14. For PS members, the recruiter of credit will escort the new member to the unit of assignment not later than \_\_\_\_\_ from date of enlistment for their inprocessing and inbriefing by the unit personnel section.

- a. 14 days
- b. 21 days
- c. 5 working days
- d. 10 working days

15. Until IRR transfers receive orders of assignment from ARPERCEN and have reported to their first drill, what type of contact and how often must the recruiter of credit contact the new unit member?

- a. One face-to-face contact every 30 days, at a minimum.
- b. One telephone contact every 30 days, at a minimum.
- c. One face-to-face contact and one telephone contact each 30 days.
- d. There is no requirement for contact.

*(Answers appear on the inside back cover.)*



# *The way I see it . . .*

Vision implies change. Change is upon us. We are better off to participate in change and to help shape it than to be dragged along by change. You can help shape the future and make it better. You know your job better than anyone. What are your ideas for improving operations? Share them on the space below and mail this according to the instruction on the back of this form, postage free. Please be as detailed as possible when citing examples for improvement. Recruiters, support staff and family members are encouraged to use this space to voice ideas and concerns. If you desire a direct response to your comments or suggestions, please include your name and address. Names are not required.

Teamwork: Working together as a team we can accomplish more than working as individuals. Share your vision for the future of the U.S. Army Recruiting Command. All forms are mailed to and received directly by the U.S. Army Recruiting Command Chief of Staff, Fort Sheridan, Ill.

HQ USAREC Fm 1825, 1 Jan 91

Fold here second and secure with tape

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HEADQUARTERS  
U.S. ARMY RECRUITING COMMAND  
FORT SHERIDAN, ILLINOIS 60037-6000

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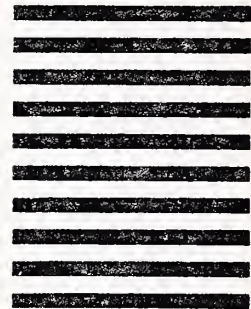
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Fold here first





# The new Reserve Affairs Directorate

COL Marcia E. Engelage is the director of the newly expanded Reserve Affairs Directorate. "The old Reserve Affairs Directorate was considered the Ombudsman for USAR recruiting — a catch all, if you will, for resolving issues relating to the USAR recruiting mission," explained COL Engelage. She worked closely with DA and Forces Command to resolve any problems that arose in the field concerning USAR recruiting. But according to COL Engelage the CG wanted this directorate to have a greater mission due to an increased importance of the Reserve Components in the future.

On 1 April 1991 the Reserve Affairs Directorate assumed two new missions. They are now responsible for staff supervision of the USAR enlisted accessions mission and for execution of USAR Technical Warrant Officer recruiting mission. These missions formerly belonged to the Recruiting Operations Directorate. With this expansion they are also hoping to bring a greater focus to the Reserve recruiting mission and to better support the field force. While giving more support to the field, the directorate will put a stronger emphasis on quality of life and the professional development of OOE soldiers.

The directorate consists of three teams: Production, Policy and Training Seats; Analysis, Plans and Programs; and Technical Warrant Officer Recruiting.

COL Engelage has two principal assistants: LTC Pamela Delabar serves as the team integrator and SGM Bernardo Sanfeliz is the Senior Staff NCO. Both Delabar and Sanfeliz bring an extensive background in recruiting to the Directorate. Delabar works primarily within the HQ staff while Sanfeliz interfaces with the field force at brigade and battalion level. He also has responsibility for overseeing five USAR USAREC Liaison NCOs assigned to TRADOC installations:

- SFC Clifford, Fort Jackson, S.C.
- SFC Perry, Fort Dix, N.J.
- SFC Gomez, Fort McClellan, Ala.
- SFC Harris, Fort Sill, Okla.
- SFC Schlicker, Fort Leonard Wood, Mo.

The Production, Policy and Training Seats Team headed by MAJ Darryl Ervin is the heartbeat of the Reserve Affairs Directorate. The team supports the field force's day-to-day recruiting activities. Their mission is to help the field recruiters enlist qualified soldiers in USAR troop units. They assist USAR guidance counselors in building reservations on REQUEST when system overrides are required. Such overrides include help training seat and unit vacancy opportunities.

A key team member, SFC Leonard Himikel, handles all USAR enlistment policy questions and interfaces with DA for approval of exceptions. A new team member,

SFC James Lowery, is attached to Forces Command. He works with the J-1 staff to identify valid vacancies when qualified applicants cannot be enlisted due to the non-availability of unit vacancies. The liaison team at ARPERCEN, headed by SFC JoAnne Sorenson, does yeoman's work in retrieving PS soldiers' documents from the archives of the National Personnel Records Center to verify prior military service. She receives 700-1,000 requests each week for discharge documents alone.

The Analysis, Plans and Program Team is headed by MAJ John McBrayer. The team reviews current production data and provides monthly, quarterly and year-end forecasts of USAR accessions. They are called to the firing line when production slips below the lead-line to identify the causes and needed policy and program initiatives. Recently, they briefed MG Jack C. Wheeler, USAREC Commander, on three initiatives to improve USAR production: Regular Army DEP forgiveness, recruiting zero-skill soldiers and NPS members, and the release of a new lead list to target prior service soldiers who could potentially be eligible for a \$5,000 enlistment bonus. MG Wheeler approved all three programs for immediate implementation. They are also working on a major revision of the Selective Reserve Incentive Program to increase its drawing power in the non-prior service market.

The Technical Warrant Officer Recruiting Team is run by MW4 Donna Foli. Her recruiting team consists of five 00E soldiers assigned to HQ USAREC. They travel throughout the country making presentations to USAR unit members on how to become a USAR technical warrant officer, looking for enlisted soldiers who possess

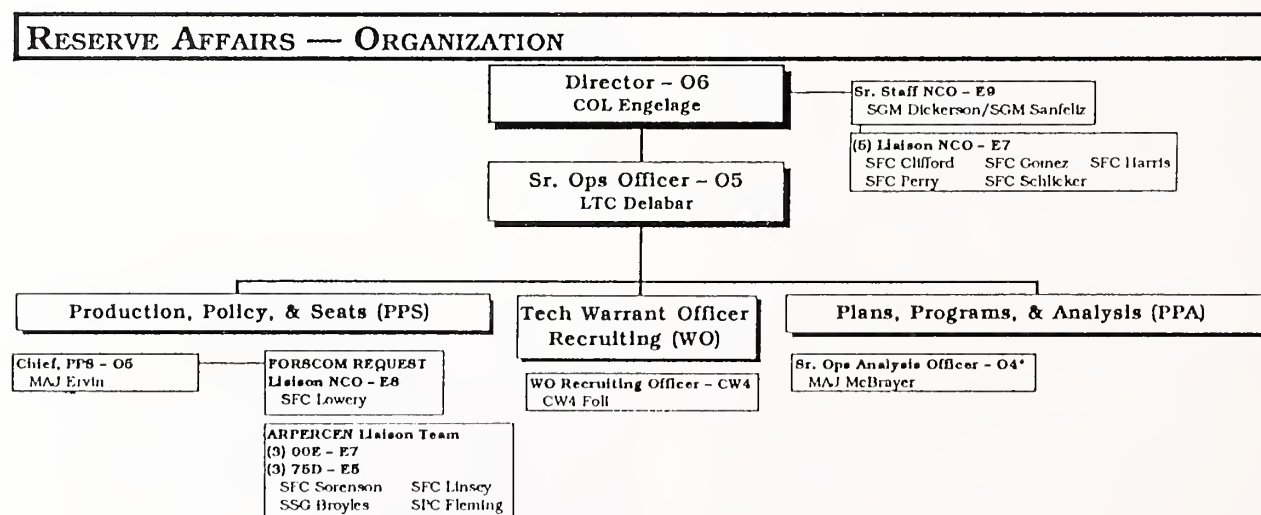


COL Marcia E. Engelage (Photo by Gary Melbarzdis)

the background and experience required by the warrant officer community.

Look for stronger support, and new ideas to come from the Reserve Affairs Directorate.

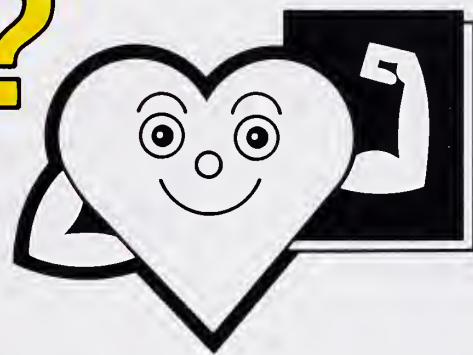
Vernetta Graham, *RJ* staff





## Health Risk Assessment Program

# How's your lifestyle?



**H**ow's your health? If you're not sure, maybe it's time for a health risk appraisal. How often do you wear your seat belts? How much alcohol do you consume in a typical week? How many hours do you sleep a night? These are just a few questions asked on the Health Risk Appraisal form, DA Form 5675.

A person's lifestyle, vital signs and cholesterol samples are all evaluated. Through this automated program recommendations can be provided about certain lifestyle changes that should be made to improve health. This appraisal is a major component of the Health Risk Assessment Program.

USAREC strongly encourages all battalion commanders to establish a Health Risk Assessment Program within their unit. It can easily be combined with a battalion training session. This program is another way battalion commanders can promote quality of life.

CPT Curtis J. Balcer of San Antonio Battalion said, "This is an effective program that brought about some awareness. It helped people realize their problems and enabled them to seek treatment." If a person is found to have any health risk he or she would coordinate with a nurse counselor to seek the necessary medical attention. San Antonio Battalion held a health risk assessment during their annual battalion conference in 1989. According to CPT Balcer it will be necessary to have an assessment every three to four years due to the turn over in personnel.

According to DA Pamphlet 600-63-1, The Army's Health Fitness Program, there are many factors that affect an individual's health. The most important factor is lifestyle. "Lifestyle" is defined as behaviors under a person's control that can affect health. The Health Risk Assessment Program examines a person's lifestyle habits and reinforces the idea that each person is responsible for his or her own health.

The Health Risk Assessment Program is a potential program that can be included during quarterly battalion and brigade training sessions. The program involves assessment, planning, implementation and evaluation of health risks prevention.

To establish this program it is necessary to coordinate with different sources for assistance. The post chaplain or mental health representative to provide counseling on stress management. Medics and community health nurses can discuss hypertension and weight control. It is most important that an individual with a health risk be referred for the necessary counseling or treatment.

Guidance to establish a Health Risk Assessment Program is available in DA Pamphlet 600-63-2. For information concerning implementing and marketing of the program refer to DA Pamphlet 600-63-3. For more specific information on health and the Army Health Promotion Program, refer to DA Pamphlets 600-63-4 through 13.

Vernetta Graham, *RJ* staff

# It's not just the military . . .

**H**ealth care costs are rising in this country, and it is affecting everyone, military as well as civilian families.

Recently, the annual CHAMPUS deductible for outpatient care increased for many CHAMPUS-eligible families. The outpatient deductible for each fiscal year increased from \$50 to \$150 for an individual, and from \$100 to \$300 for an entire family.

After Sept. 30, 1991, only care for families of active-duty members in grades E-4 and below will be exempt from the higher deductible regardless of service in the Persian Gulf.

The increase in the deductible for care received on or after Apr. 1, 1991, will apply to all persons who are eligible for CHAMPUS benefits except the family members of E-4s and below or family members of those who served in the Persian Gulf.

Since the federal government's fiscal year begins anew each Oct. 1, all CHAMPUS-eligible persons have had to meet the deductible amounts (\$50 or \$100) for outpatient care received between Oct. 1, 1990, and Mar. 31, 1991. Once a patient has met the required deductible, CHAMPUS begins normal cost-sharing of outpatient care for the rest of the fiscal year.

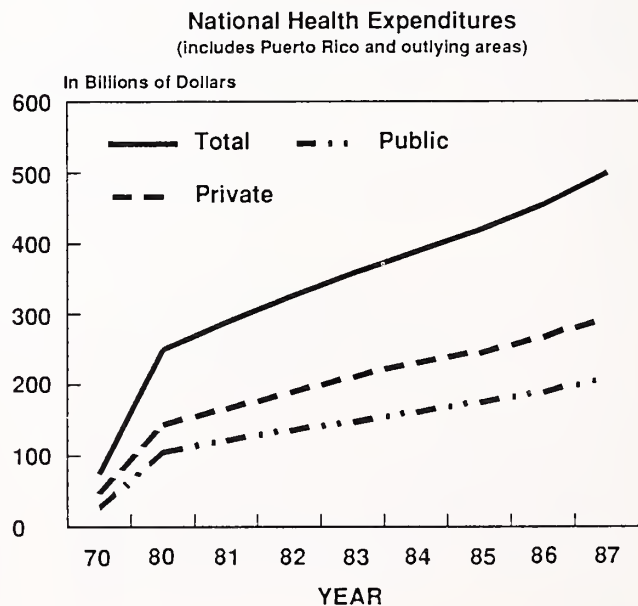
For any outpatient care received on or after Apr. 1, 1991, patients will have to pay the additional amount to reach the total of the new deductible (\$150 or \$300) before CHAMPUS will continue its normal cost-sharing of outpatient care. The amount paid toward the outpatient deductible before Apr. 1, will be counted toward satisfaction of the increased deductible that is now in effect for most service families.

CHAMPUS claims processors will make the adjustment for the new deductible amounts on claims which indicate that the outpatient services were received on or after Apr. 1, 1991.

But, CHAMPUS is not the only company finding it necessary to increase deductibles and premiums. The

August 1990 issue of *Consumer Reports* explained that, "The Service Employees International Union, whose members are hospital workers, janitors, and government employees, found that 48 percent of its low-wage members were offered insurance but turned it down because they could not afford the premiums." *Consumer Reports* also noted that a benefits consulting firm discovered that in 1984, 37 percent of large companies paid the full premium for their employees. In 1988, this number changed to only 24 percent. In 1984, 53 percent of large employers paid all hospital room-and-board charges for their employees; but in 1988, only 29 percent were paying these expenses. According to the U.S. Bureau of the Census all aspects of health care, including medical services, physicians fees and hospital room rates have steadily increased since the mid-1970s.

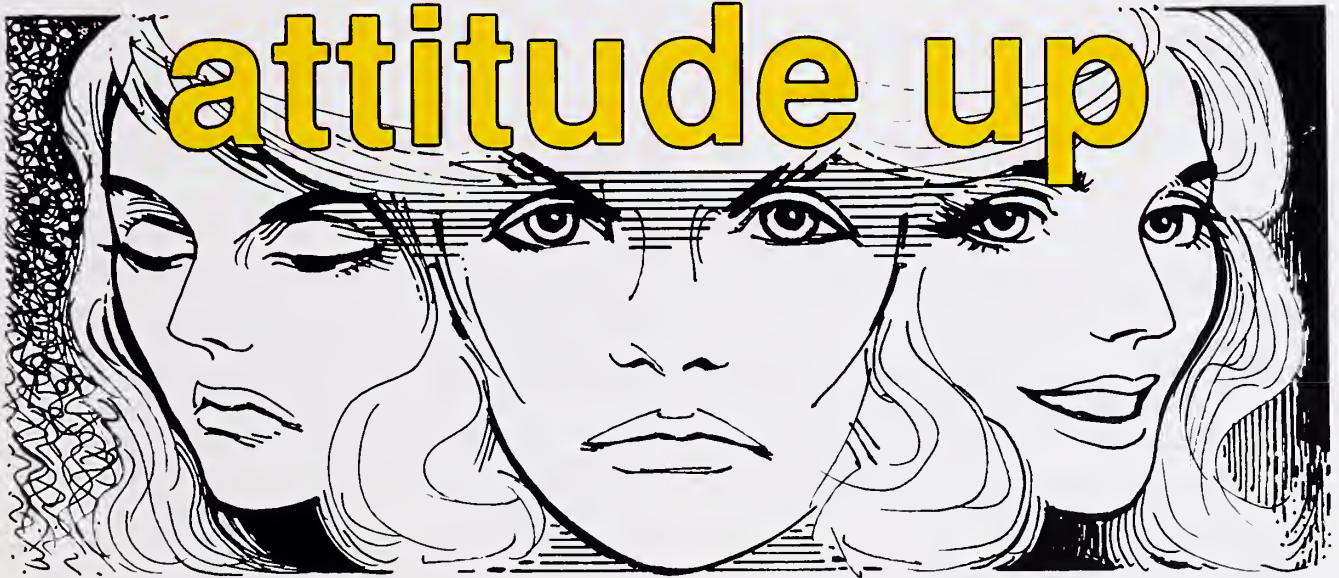
Vernetta Graham, *RJ* staff





***Feeling down?***

# Keep your attitude up



**F**eel fatigued lately? Increasingly cynical? Invaded by an inexplicable sadness? Constantly absent-minded? Increasingly irritable? Seeing friends and family less often? Unable to find any happiness? If the answers to a majority of these questions are “yes,” chances are you suffer from burnout.

### ***Definition***

Basically, burnout is a mental state that frequently troubles individuals who work with other people. It is especially common in professions where individuals give more than they receive from their clients and co-workers. Nursing, sales, and recruiting exemplify such stress-inducing professions. These occupations seem to attract people-oriented individuals who are also very idealistic and enthusiastic, and have high needs for achievement. Despite their commendable aspirations these individuals lend themselves to disillusionment easily when their efforts aren't tangibly rewarded, and thus become highly susceptible to burnout.

### ***Symptoms***

Symptoms of burnout include: feelings of helplessness and hopelessness; emotional, psychological, and physical weariness; less time spent with family and friends; and a general lack of enthusiastic spirit. Victims of burnout detach themselves emotionally from those they care for in order to protect themselves from being hurt. Moreover, they begin to feel inadequate, believing incorrectly that they are the problem, instead of attributing their feelings to their occupational atmosphere. Yet burnout lies not so much in the external environment as in how individuals perceive and cope with the stresses their professions present.

### ***Coping Strategies***

Although feelings of hopelessness and inadequacy are difficult to counteract, effective methods exist for avoiding burnout. Overcoming burnout involves time management, changing one's attitudes toward one's profession and the stress it produces, and finding alternative sources of reinforcement.

Time management combats stress by prioritizing tasks. This gives individuals a sense of control over their daily routines. Monitoring one's needs allows for proper allocation of one's energy to accomplish the most pressing tasks. Successful time management techniques prevent individuals from becoming overwhelmed by their professional demands. Nurse Recruiter of the Year, SFC Edward D. Duncan Jr., 6th Brigade, admits that, "Everyone feels overwhelmed at times, but you have to make sure you plan your day to

## ***Recreational sports tone physical skills and have therapeutic effects***

include a variety of activities and juggle physical training to balance the day." Time management develops self-awareness concerning one's abilities and coping strategies.

One of the best methods to beat burnout is to change one's mental attitude. Accentuate the positive, and de-emphasize the negative. View failures as educational experiences rather than as catastrophes. Attribute the cause of burnout to the work environment rather than to one's own weaknesses. Discuss the source of stress with others, then confront and change it.

Get involved in other activities so as not to dwell on the stress. Outside activities not only keep your mind off job stresses, but as 4th Brigade RA Recruiter of the Year SSG Jesse O. Anderson notes, they can help make a better overall performance. He states, "To avoid burnout I keep occupied off-duty with different organizations around the city. It helps to keep abreast of the changes around you, and gives you time to adjust."

Says Duncan, "I try to take time to do things I enjoy. While on leave, I use the time to golf." Recreational sports not only serve as a chance to tone your physical skills, but also have therapeutic effects on the mind.

Another way to resist burnout entails developing a support network. Instead of constantly looking to the top management for recognition, workers can seek acknowledgment from clients, co-workers, and family. Even if public appreciation can't be received, just having someone who will listen to one's concerns helps to lift spirits.

Duncan suggests that people should "take a step back and realize how important their job really is to so

many people. This makes you feel needed." Feeling connected to others who share one's needs and concerns is fundamental in avoiding burnout.

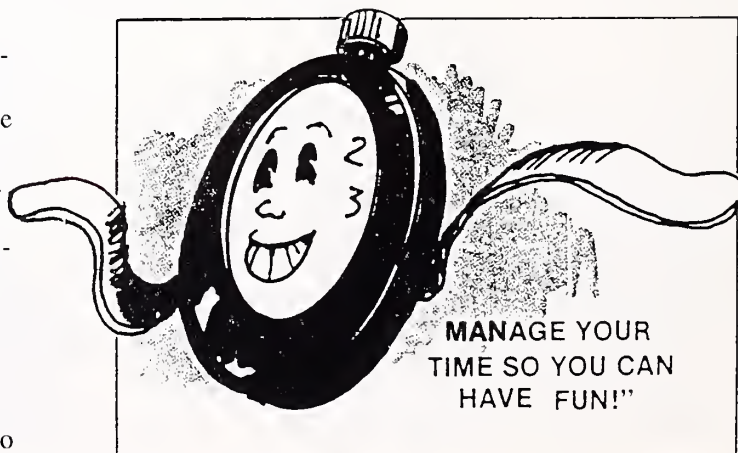
Since the workplace is the main source of stress, maintaining open communication among co-workers, and establishing a workable environment is crucial to success. Anderson says, "Although burnout is hard to avoid, my fellow recruiters and I try to make every event as fun as possible. Trying to make applicants and ourselves laugh takes away the monotony of day-to-day assignments." A little humor goes a long way in making oneself and fellow workers more successful.

Management, in turn, can help prevent burnout by showing increased appreciation for outstanding work and by providing rewards. They can also add to workers' self-esteem by involving people in different levels of decision making. Consequently, workers feel more valuable to the profession, and are less susceptible to burnout. While every occupation has a tendency for burnout, an awareness of susceptibility, and a relaxed and supportable environment can prevent workers from feeling overwhelmed.

While these methods serve to conquer burnout, preventive measures exist to stop burnout from ever occurring. Occupational education is crucial to burnout prevention. Although programs aren't yet common, formal education could involve preparing for the physical and psychological stresses found in various professions. This would permit people to prepare themselves to enter their prospective occupations with adequate cynicism to avoid disillusionment.

Through self-awareness, time management, proper coping strategies, and a realistic view of one's profession, burnout can be overcome and, more importantly, can be prevented.

Mary Schultze, *RJ* staff







## Army recruiter for desert duty

■ While other Operation Desert Storm soldiers conjured up comforting thoughts of home, SGT Brian Curran daydreamed of moving — into the recruiting field.

Curran trained for a new job as an Army recruiter just weeks before his MEDEVAC unit deployed from Fort Knox, Ky. Desert Storm intervened to delay his departure for the Dallas Recruiting Battalion.

In addition to hauling the casualties of war, mostly prisoners, from a Mobile Army Surgical Hospital in Iraq to Saudi Arabia, medical crews like Curran's continued to provide humanitarian aid long after other troops had pulled back. Curran's helicopter team traveled 120 miles inside Iraq and made difficult landings in the desert amidst Iraqi infighting. He returned to the United States in April.

During their months together, Curran's fellow crewmembers asked him about his decision to become a recruiter.

"Some of them told me I was crazy, that I should be a drill sergeant instead," Curran said. "I'd rather relate to people on friendlier

terms. I told them I was looking forward to living in a civilian community and planned to make the Army look good.

"As soon as I made sergeant, I decided to volunteer for recruiting," Curran said. "I like the Army and I want to represent it well to civilians. I'll tell young people the Army can do for them what it did for me."

Curran said he and his wife Catrina had asked for an assignment in Nashville, Tenn., New Orleans, La., or Dallas, Texas.

"We're both from Indiana, but wanted to live somewhere new. When they told me it would be Dallas, we started making plans," he said. The war put those plans on hold.

Other spouses warned Catrina that recruiting requires long hours, but she said, "It's got to be better

than what we're used to. He'll just be a phone call away."

Six months after being deployed, Curran, now a combat veteran, is back at the Recruiting and Retention School taking a refresher course.

"The quality of the training here is the best I've encountered in the Army," Curran said. "You can tell they send the top people to teach here and it's run by professionals."

While learning how to conduct an interview with an interested applicant, Curran said he realized his own dominant motive for joining the Army had been adventure. After having served in a helicopter crew in Saudi Arabia and Iraq, he should have some interesting tales for prospective recruits about his adventures.

Diane Richardson, USAREC A&PA



SGT Brian Curran take refresher training at the Recruiting and Retention School. (DINFOS photo)



Not even a broken leg would keep Fernando Martinez from earning his first stripe as MG Wheeler gives him a pat on the back.

## Remember the Alamo!

Recently, the historic Alamo served as a backdrop for a ring and promotion ceremony in San Antonio, Texas.

Thirty members of the U.S. Army's Delayed Entry Program from San Antonio received their first promotion stripe and four San Antonio Battalion recruiters earned their recruiter rings.

MG Jack C. Wheeler, commander, U.S. Army Recruiting Command, made the presentations to each honoree.

Aaron Williams, San Antonio A&PA



The Alamo, Texas' Shrine of Freedom, served as an appropriate backdrop for a DEP promotion and recruiter ring ceremony. (Photos by Aaron Williams)

## Recruiter wins sweepstakes

The Army Times Publishing Company hosted a sweepstakes to raise interest in Army Times and to help stimulate patriotism. The Army Times Publishing Company announced recently that SGT Jackie Burns had won first prize in the company's "SALUTE

AMERICA SWEEPSTAKES." SGT Burns is assigned to the Dallas Recruiting Battalion with duty at the Waco, Texas Recruiting Station. First prize was a 46-inch Zenith projection television. The drawing was held in February and the television was delivered to SGT Burns' home on May 1st.

SGT Jackie Burns of the Waco Recruiting Station stands next to the 46-inch television she won as first prize in the "SALUTE AMERICA SWEEPSTAKES."

The Army Times



SGT Jackie Burns with her sweepstakes prize (Army Times photo)



## Operation Thank You in Kansas City

■ A big welcome with "the sky's the limit" celebration for returning Desert Storm troops. The combined efforts of the Kansas City Battalion and Kansas City produced "Operation Desert Peace," a large-scale patriotic

The 25,000 attendees included 500 soldiers, Marines and their families.

Rows upon rows of Desert Storm troopers sat in special seating and listened to the words of praise from host Mayor Joe Steinger, Senator Robert Dole, Congresswoman Jan Meyer and featured speaker BG Fred Halley, commanding general of the XVIII Airborne Corps Artillery.



(Left) LTC John Jolissaint, Kansas City Bn commander, greets Congresswoman Jan Meyer (right) and Senator Robert Dole on the reviewing stand during Operation Desert Peace. (Photo by Emilie Fredericks)

celebration featuring a parade, music, fireworks and celebrities.

This event was a way of saying thank you to a community who had given their heartfelt support to the armed forces serving in the Persian Gulf.

Kansas City Battalion's recruiters manned the Army Cinema Van, participated in a combined armed forces color guard, and played a role in a tribute to America's soldiers. In addition, the battalion provided a military band, masters of ceremonies, and general officer who had served in "Operation Desert Storm."

Halley described America's soldiers as "fighters with a ferocious resolve but capable of great tenderness to the displaced people."

Halley concluded his remarks by saying, "Never have I seen such a heartwarming welcome, the show of support as seen in the hundreds of yellow ribbons around Kansas City, Kansas."

"Operation Desert Peace" also featured a special performance by Lee Greenwood. During his final number, "God Bless the USA," Greenwood invited the soldiers of past wars to join the Desert Storm veterans below the stage. As they

did, one Vietnam veteran handed Greenwood a large American flag which he waved throughout the song.

The sky was finally touched with a burst of fireworks, as the citizens of Kansas City gave their final salute to their hometown veterans of the Persian Gulf.

Emilie Fredericks, Kansas City A&PA

## Desert HRAPer

■ SPC Timothy James, a native of Perdue Hill, Ala., and veteran of Operation Desert Storm joined the staff of the Brewton Recruiting Station as a Hometown Recruiter Assistant for two weeks in June.

"I volunteered for HRAP because I wanted to tell people what it was like over there and about Army life in general," he said. "My civilian job had no future and college was beyond my reach when I went active duty. Now, I not only have a future but I start college this July working on a degree in Criminology. I want to tell other young people about the positive things that have happened since I joined in 1989."

"Basically, I just talked to people and answered their questions about the war and the Army," James said. "I usually go on interviews with one of the recruiters and accompany them when they do area canvassing or visit any of the schools that are in session during the summer."

James worked with the Brewton recruiters June 1 - 14.

John McCollister, Montgomery A&PA

# Recruiter rides the bulls

■ SGT Paul D. Cooper's goal is to be the "best Army recruiter in the West." He also has managed to turn his childhood dream into reality by becoming the most famous cowboy in the Dallas Recruiting Battalion.

A successful recruiter assigned to the Dallas Battalion two years ago, Cooper worked hard and smart to make mission and afford himself the freedom of choice to measure up to the American rodeo cowboy, a life long dream. "My passion for this sport of contest, with its independent competitive spirit, started as a boy when my father took me to rodeo competi-

tions throughout the state of Texas," said Cooper.

A member of the European Rodeo Association (ERA) while stationed in Bamberg, Germany, Cooper competed throughout Germany, France, Belgium and Spain from 1985 to 1989. "The events I presently compete in are localized in Texas counties such as Grayson, Fannin and Collin," said Cooper. "The men I compete against in intermediate and upper level rodeos do it primarily to keep the sport alive while being challenged by 'big name' competitors."

Cooper said that two gold and silver bull riding belt buckles are among his prized possessions. He

received one of them in 1983 for taking first place in Jasper and the second belt buckle was won in Germany in 1989. "Receiving those buckles make me realize that I can be all I can be in one of the most dangerous and most often entered events in the sport," he said.

"Riding a 2,500-to-4,000-pound bull is my kind of excitement to break up the monotony," said Cooper. When he inserts his gloved riding hand into a hand hold, while a chute helper pulls the loose bull rope tight around the waiting bull, Cooper admits to fearing for his life on occasion and wanting to back out.

"But when a surge of adrenaline quickens my heartbeat," he said. "It's like any other challenging sport, an endurance test you have to master." With the tail of the bull rope laid across the rider's palm, looped around the back of his hand and returned to his palm where it is gripped in a tightly clenched fist, he must manage to stay aboard the viciously bucking bull for eight seconds.

"Now that the rodeo sport is in my blood, I still get excited when I get near the arena," said Cooper. "After all these years of actively competing I can't imagine just watching an event."

According to Cooper placing among the top three winners as a professional rodeo rider is a satisfying way to earn extra income for pleasure.

Helga Kober, Dallas Bn A&PA



SGT Paul D. Cooper, Dallas Battalion, begins an 8-second bull ride.



## Mentor of the Year Awards

### 1st Brigade

#### ALBANY

SFC Edward F. Baker  
SSG Rodney E. Edwards  
SFC Michael E. Smart

#### BALTIMORE

SGT Dennis F. Boyd  
SFC Frank Colon, Jr.  
SSG Dennis A. Garman

#### BRUNSWICK

SSG James George  
SFC Jon R. Godfrey  
SFC Diana K. Jahn

#### BOSTON

SSG Antonio Da Rosa  
SFC John Rego

#### HARRISBURG

SSG Mark S. Oetzel  
SSG Brian Parks  
SGT Michael Sideras

SGT Richard Thompson

#### NEW YORK CITY

SFC Johnny Brannan  
SSG Johnny E. Frambo  
SSG Chet Smalley  
SFC Larry L. Turner  
SSG Eduardo Valcourt

#### PHILADELPHIA

SSG Douglas A. Dakin  
SGT Janis A. Doss  
SSG David M. Kangas

SGT Freddie A. Martin  
SFC Michael Turner

#### PITTSBURGH

SGT Marquita D. Edwards  
SGT David C. Rogers

#### SYRACUSE

SSG Charles Choice, Jr.  
SGT Samuel Heyward, Jr.  
SFC Anthony C. Hill  
SFC Robert S. Moak  
SSG Jeffrey W. Walker

### 2d Brigade

#### ATLANTA

SSG Scott H. Ramsey  
SSG Tony O. Twine  
SSG Curtis J. Williams

#### BECKLEY

SSG Ritchie D. Inns  
SFC James R. Litchard  
SGT Joseph H. Pearson

#### CHARLOTTE

SSG Felix J. Esposito  
SSG Daniel S. Marshall  
SSG Stephen E. Schroeder

#### COLUMBIA

SSG Fabian J. Cook  
SSG Marion Lemon  
SFC Eddie J. Mathis  
SSG Michael Sanderford

#### JACKSONVILLE

SSG Todd A. Breen  
SFC Melvin L. Burke  
SGT Michael Facella  
SFC Michael S. Hammond  
SSG David Sanocki

#### LOUISVILLE

SSG Roddie L. Arline  
SGT Daniel E. Clayton

SSG Gordon S. Gallaher  
SSG Bobby D. Stanfield

#### MIAMI

SFC Ronald J. Forth  
SSG Chris H. Fowler  
SGT Milton McGruder  
SSG Joseph R. Weber

#### MONTGOMERY

SFC Tony H. Bennett  
SSG Anthony Goble  
SFC Gregory Knight  
SSG Bruce McGee

#### NASHVILLE

SSG John I. Green

SFC Daniel Linares  
SSG Jeffery S. Miller  
SSG Bobby L. Roberson

#### RALEIGH

SSG Larry Dennis  
SFC William A. Kincaid  
SSG William Page

#### RICHMOND

SSG Garry W. King  
SSG Anthony Montouth

#### SAN JUAN

SSG Jose R. Ortiz  
SSG Byron A. Phillips

### 4th Brigade

#### CHICAGO

SFC Carlos R. DeJesus  
SFC Roger E. Harris  
SGT John W. Johnson  
SGT Pablo Padin  
SSG Joseph A. Sandall  
SSG Pauline P. West

#### CLEVELAND

SSG Jesse O. Anderson  
SSG William R. Burdi

#### COLUMBUS

SSG Raymond B. Hays  
SFC Bruce I. Sherald

#### INDIANAPOLIS

SFC Charles O. Brooks  
SGT John J. Burchyett

SSG Mark A. Culp  
SFC William R. Slone  
SSG Jon E. C. Smith

#### LANSING

SGT Thomas Blackwell  
SSG Timonhly Crosby  
SGT Rodney Fischer  
SSG Douglas Gillespie  
SGT Timothy J. Hayes

#### MILWAUKEE

SGT Clyde Hursh  
SFC Martin E. Lyons  
SSG John N. Meyers  
SFC Keith Miller  
MINNEAPOLIS  
SFC Albert N. Ronneburg

### 5th Brigade

#### ALBUQUERQUE

SSG Thomas V. Kulik  
SGT David A. Nail  
SFC Jose A. Ramos

#### DALLAS

SSG Leslie M. Anderson  
SSG Mark A. Hanshaw  
SFC Alford C. Hughes  
SFC James W. Smith  
SSG Donald P. Still  
SSG Trevor E. Waite

#### DENVER

SGT William D. Blackburn

SSG Robert E. Fondren  
SGT Edward L. Grover  
SFC Leroy Jones  
SFC Juan Moncada  
SSG Joel Weeks

#### HOUSTON

SFC Dale Browder  
SFC Gee G. Foster  
SFC Randall J. Harvey  
SGT Daniel Hernandez III

#### JACKSON

SGT Chester Getter  
SSG Alphonsa D. Green  
SSG Kenneth A. Harris  
SSG Roderick Lunger

SFC Craig Hoberson  
SSG Armond Route

#### KANSAS CITY

SSG Lonnie Cadman  
SFC Craig C. Conant  
SSG William H. Gray  
SGT James L. Hart  
SFC Peter B. Poole  
SSG Christopher A. Sanford

#### NEW ORLEANS

SGT Anthony T. Bromell  
SSG Michael W. Scott

#### OKLAHOMA CITY

SFC Robin D. Lantz

SSG Gilberto Padilla  
SFC Robin D. Rucker  
SSG Bradley L. Sumter

#### SAN ANTONIO

SFC Antonio S. Gonzales  
SSG James Ingram  
SSG William G. Parr  
SSG Gilberto Velazquez-Ruiz  
SSG Rickey Williams

#### ST. LOUIS

SSG Robert H. Black  
SGT Robert A. Farley  
SSG Michael D. Haldeman  
SSG Herman J. Johnson

### 6th Brigade

#### LOS ANGELES

SSG Joe Clarida  
SSG Raymond Morillo  
SSG Charles Owens  
SSG George P. Rhea  
SSG Robert Wartella  
SSG Larry Whitehead

#### PHOENIX

SGT Sheryl L. Dusch  
SGT Kent W. Phyfe

SSG Andrew Rodriguez  
SSG Martin R. Wells

#### PORTLAND

SGT Scott A. Bennett  
SSG Michael A. Koblisch  
SSG Victor V. Perez  
SSG Gary Weise

#### SACRAMENTO

SSG Lawrence C. Alexander  
SSG Roberto Figueroa  
SFC Shirley M. Grier  
SGT Gregory N. Perez

SSG Brian F. Peters

#### SALT LAKE CITY

SFC Norman G. Afdahl  
SFC Anthony M. Guretz  
SGT Robert W. Jenkins  
SSG Gregory A. Richardson

#### SAN FRANCISCO

SSG Anthony Allen  
SSG Tracy Lewis  
SFC David W. Loomis  
SFC Anthony R. Porchia  
SSG Kim J. Ullfers

#### SANTA ANA

SFC Michael Berner  
SSG Chris Fields  
SSG Kermit Gonzales  
SSG Frank Maney, Jr.  
SFC Darrell Whitney  
SSG Anne M. Yarbrough

#### SEATTLE

SSG William G. Bishop  
SSG Frank E. Eng  
SGT Derek A. Gapol  
SSG Jack P. Iglesias

## Rings

### ALBANY

SFC Kenneth C. Akers Jr.

### ALBUQUERQUE

SSG Odie B. Freeman

### ATLANTA

SFC Gary L. Blacklock

### COLUMBIA

SFC Jose R. Lopez

### DES MOINES

SFC Jim A. Zuehl

### DETROIT

1SG David J. Hayward

### HARRISBURG

SGT Edward C. Norris

### HQ USAREC

SFC David L. Gonzales

SFC Shane W. Gagnon

### JACKSON

SGT Howard D. Green Jr.

SSG Steven H. Ostrowski

### MIAMI

SFC Joe T. Curry

### MILWAUKEE

SFC Michael P. McQuillen

SSG Milo R. Mead

1SG Paul J. Portman Jr.

### MONTGOMERY

SFC Philip E. Frieze

SSG William Jones

SSG Roddy Strattman

### NEW ORLEANS

SSG Stanley Honour

### NEW YORK CITY

SFC Julian L. Lowe Jr.

SFC Norman A. Turner

SFC John W. Wims

### OKLAHOMA CITY

SFC George E. Hansen

SSG Darrel L. Phelan

SFC Dale A. Zimmerman

### PHILADELPHIA

SFC Deborah D. Forest

### PHOENIX

SFC Edward D. Duncan Jr.

SSG Vincent L. Goodson

### PORTLAND

SFC Kim L. Kaufman

### RICHMOND

1SG Ronald A. Houle

### SACRAMENTO

SFC Dennis F. Bunce

### SAN ANTONIO

SFC Robert L. Benson Sr.

### SAN FRANCISCO

SFC David P. Cafferata

### SYRACUSE

SSG Leon F. Barney Jr.

SSG Charles Choice Jr.

SFC Gary L. Laclair

SFC Thomas A. Nowicki

## Gold Badges

### COLUMBIA

SSG Mark R. Kelley

### DES MOINES

SSG Reacus R. Gibbs

SGT Michael D. Powell

SSG Charles A. Williams

### DETROIT

SSG Terrence A. Alston

SSG Matthew P. Nyberg

SGT Bryan D. Smith

SSG David Sullivan

### HOUSTON

SSG Kenneth R. Barnes

SSG James E. Lewis

SSG Melvin W. Robinson

### INDIANAPOLIS

SSG Jonny J. Cunningham

SSG James R. Gilliam

SSG Phillip M. Mucker

SGT James L. Sinclair

### JACKSON

SSG Curtis Brunson

### KANSAS CITY

SGT James L. Hart

SSG Dennis Jones

SGT Todd T. Kirkpatrick

SGT Larry D. Morgan

### LANSING

SSG Nancy L. Binkowski

SSG John S. Gittings

SSG Robert Robinson Jr.

### LOS ANGELES

SSG Elbert Y. Kellem

SFC Dallas Long

SFC Alex N. Presto

### MIAMI

SSG Jose Montalvo

SSG Nelson Rodriguez

SGT Danilo Sostre

### MONTGOMERY

SGT James W. Appling

SFC Bill E. Brabender

SGT Kenneth Montgomery

### NASHVILLE

SSG Albert L. Carlton

### NEW ORLEANS

SFC Byron K. Comeux

SGT Terrance A. Martin

SGT Robert E. Walpole Jr.

### NEW YORK CITY

SSG Shirley A. Bush

SSG Filiberto Carattini

SSG Darryl J. Dinkins

SSG Raymond Edwards

SSG Reginald Parker

SSG Reuben Perez

### OKLAHOMA CITY

SSG James D. Gunter

### PHILADELPHIA

SSG Wilbert Brooks Jr.

SGT Freddie A. Martin

SSG Steven J. Martinez

### PHOENIX

SFC Stanley A. Best

### PITTSBURGH

SSG Kim D. Brewton

SSG William G. Goudy

SSG Dale W. Shepard

SGT Francis S. Tostanoski

### PORTLAND

SSG Bobby R. Gilpin

SSG Timothy S. Hodges

SSG Thomas A. Mills Jr.

SSG Jimmie D. Saylor

### RICHMOND

SSG Kenneth A. Cox

SSG Terry D. Keeling

### SACRAMENTO

SSG Theodore Faulkner

### ST LOUIS

SSG Robert H. Black

SSG Brent A. Cornell

SSG John W. Davis

SGT Timothy Dickerson

SSG Nick T. Lawson

SSG Larry Livingston

SSG Michael McFarland

SSG Richard N. Presley

SGT Rodney M. Pritchard

### SALT LAKE CITY

SSG George J. Duryee

SSG Fulton G. Regnier

SSG Mark S. Walsh

SSG Michael A. Williams

### SAN ANTONIO

SGT Eduardo Ledesma

### SAN FRANCISCO

SSG Juan F. Blas Jr.

SGT Joe L. Brooks Jr.

SSG Randy L. Trogden

### SEATTLE

SSG Joyce R. Bettis

SGT Derek A. Gapol

SSG Joseph D. Issertell

SFC Jimmy M. Jenkins

SGT Sandra D. Jesse

SGT Timothy P. Kerber

SFC Johnny King

SSG Brian R. Maxham

SSG Edward McMullen

SGT Robert B. Porter

### SYRACUSE

SGT Jimmie C. Long

SSG Daniel Mariano III

SFC Jose J. Torres



## ***RSC Touring Schedule***

### **August**

#### **Cinema Van**

HARRISBURG, Aug 24 - 25

### **September**

#### **Cinema Vans**

CHICAGO, Aug 31 - Sep 2

CLEVELAND, Aug 28 - Sep 30

DENVER, Sep 9 - 27

DES MOINES, Sep 3 - 28

FORT KNOX, Sep 16 - 20

NEWBURGH, Sep 23 - 27

PITTSBURGH, Sep 23 - 30

SAN ANTONIO, Sep 3 - 26

#### **Cinema Pods**

COLUMBUS, Sep 23 - 30

DALLAS, Sep 3 - 27

FORT KNOX, Sep 16 - 20

NEW ORLEANS, Sep 3 - 30

ST. LOUIS, Sep 7 - 26

#### **High Technology Exhibit Van**

CLEVELAND, Aug 30 - Sep 3

KANSAS CITY, Sep 23 - 30

NASHVILLE, Sep 7 - 19

### **October**

#### **Cinema Vans**

CHICAGO, Oct 14 - 25

CLEVELAND, Oct 1 - 18

DES MOINES, Oct 21 - 25

MIAMI, Oct 8 - 25

MINNEAPOLIS, Oct 1 - 11

MONTGOMERY, Oct 1 - 25

NEWBURGH, Oct 14 - 18

PITTSBURGH, Oct 1 - 11

RICHMOND, Oct 1 - 11, 21 - 25

SAN FRANCISCO, Oct 3 - 25

#### **Cinema Pods**

ALBANY, Oct 1 - 4

BECKLEY, Oct 1 - 25

COLUMBUS, Oct 1 - 28

HARRISBURGH, Oct 1 - 25

HOUSTON, Oct 1 - 25

JACKSON, Oct 7 - 25

KANSAS CITY, Oct 1 - 11

MILWAUKEE, Oct 16 - 28

MINNEAPOLIS, Oct 14 - 25

NEW ORLEANS, Oct 1 - 4

NEW YORK CITY, Oct 19 - 23

NEWBURGH, Oct 7 - 15

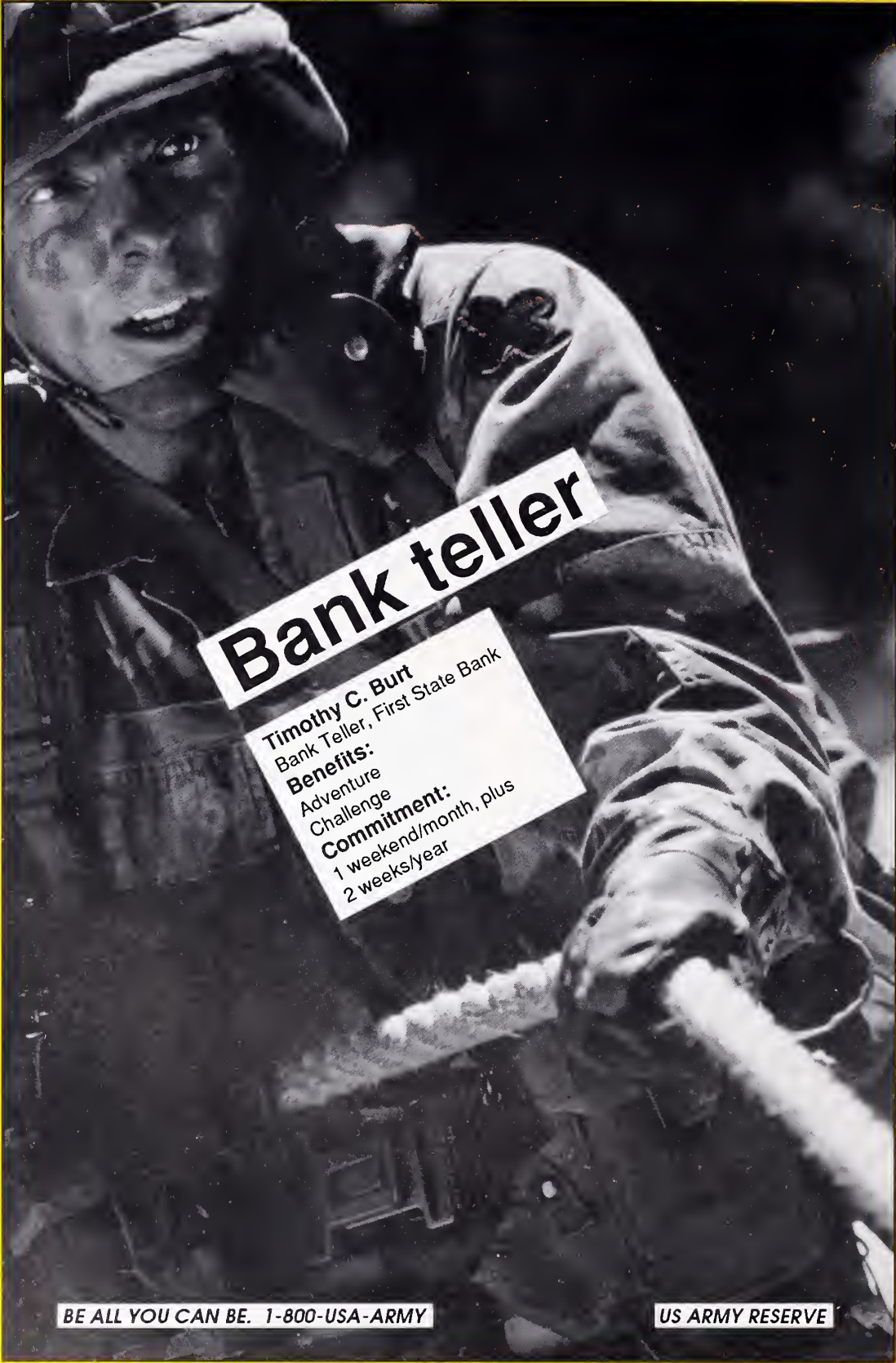
## ***Answers to The Test***

1. B. USAREC Reg 350-7, para 2-4
2. B. USAREC Reg 350-7, para 2-4
3. A. USAREC Reg 350-7, para 2-10
4. C. USAREC Reg 350-7, para 4-23 a
5. C. USAREC 350-7, para 7-1
6. D. USAREC 350-7, para 8-9 e
7. A. USAREC Reg 350-4, para 2-8
8. D. USAREC Reg 350-4, para 2-8 e
9. A. USAREC Reg 350-4, para 2-12 e (2)
10. D. USAREC Reg 350-4, para 3-14 b (7) (e)
11. B. USAREC Reg 350-7, para C-3 c
12. C. USAREC Reg 350-7, para C-5 a
13. C. USAREC Reg 601-82, para 6 a (1)
14. D. USAREC Reg 601-82, para 6 a (2)
15. A. USAREC Reg 601-82, para 6 a (3)



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